

# IB381-24 Critical Issues in Management

**22/23**

**Department**

Warwick Business School

**Level**

Undergraduate Level 3

**Module leader**

Innan Sasaki

**Credit value**

24

**Module duration**

20 weeks

**Assessment**

Multiple

**Study location**

University of Warwick main campus, Coventry

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## Description

### Introductory description

N/A.

[Module web page](#)

### Module aims

The purpose of the module, the objectives, teaching and learning methods, and the assessment methods have been designed to form a coherent whole. The core themes of the module are critical issues in management and the analytical structuring of unstructured problems. The learning methods are student-centred, requiring students to work in small syndicates (of 4-5 members) and to present and discuss their work in small seminar groups (of twenty to twenty five). The module material requires consideration of both case studies and of classic texts on problem solving, creativity, and case analysis. The case studies themselves constitute the most significant element of the module. As a literature with its own conventions for re-writing the world, its narratives provide the literary allusions for modern management. A critical analysis requires problematising the context, identifying issues, imagining alternatives, ranking preferences, resolving dilemmas, and considering recommendations and processes for managing change, all of which are crucial in

today's world of business.

## Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

- Approaches for structuring unstructured problems.
- Implementation and Managing Change.
- Presentation skills.
- Report Writing Group working and dynamics.
- Creativity.
- Negotiation.
- Ethics in Business.
- Case Study Analysis.

## Learning outcomes

By the end of the module, students should be able to:

- Develop their integration of the multidisciplines in their prior studies on the degree programme.
- Address the resolution of ambiguity and ethical dilemmas in business.
- Develop skills in analysing case studies and unstructured management problems.
- Critically discuss a selection of important and topical issues in management.
- Develop skills in analysing complex management problems via case studies.
- Enhance skills in critical thinking in both group and individual settings.
- Develop new ways of linking specialist insights studied on your degree course.
- Learn to evaluate competing or conflicting interests and perspectives, together with fundamental ethical dilemmas, as part of the structured approach to analysis.
- Enhance research, argumentation, presentation and group working skills.

## Indicative reading list

Texts on Case Analysis, Problem Solving, Presentation, Group Working and Report Writing:

R. A Ackoff, The Art of Problem Solving. (Pub. Wiley 1978).

J. D Bransford and B. S Stein, The Ideal Problem Solver, (pub. Freeman 1984).

C. Eden, S. Jones and D. Sims, Messing About in Problems. (Pub. Pergamon 1983).

T Keeton and Associates, Experiential learning: Rationale Characteristic and (Jossey-Basc 1976).

K. F Jackson, The Art of Solving Problems, (K.F Jackson 1983).

C. J Margerison, Managerial Problem-Solving, (McGraw-Hill 1974).

G. Easton, Learning from Case Studies, (Prentice/Hall 1992).

J J Reynolds, Case Method in Management Development, (International Labour Office 1990).

Ronstadt, The Art of Case Analysis, (Lord Publishing 1980).

L.S Rosen, An Introduction to Accounting case Analysis, (McGraw-Hill 1967).

A.G Edge and R. D Coleman, the Guide to Case Analysis and Reporting, (System Logistics 1986).

P. Checkland, Systems Thinking: Systems Practise.

B. Minto The Pyramid Principle: Report Writing.

A. Dixit and B. Nalebuff, Thinking Strategically: The Competitive Edge in Business Politics and Everyday Life, (pub. W. W Norton & Co 1991).

G. Kennedy, Everything in Negotiable, (Arrow 1991).

Loeb, Accounting Ethics: Readings and Cases, (American Accounting Association 1994).

## **Subject specific skills**

Demonstrate a critical understanding of key issues in management as multidisciplinary and multifaceted phenomena.

Demonstrate an ability to handle complex, ill structured problems with no 'right answer'.

Demonstrate an ability to see the big picture, as well as the local detail, of management issues.

Demonstrate an ability to work in team-based settings bringing diverse specialist skills together.

Demonstrate individual skills of research, evaluation, synthesis, structured analysis, presentation and critical elaboration (both oral and written).

## **Transferable skills**

Develop presentational skills.

Develop report writing skills.

Develop group working skills.

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## **Study**

### **Study time**

<b>Type</b>	<b>Required</b>
Lectures	10 sessions of 1 hour (4%)
Seminars	19 sessions of 1 hour (8%)
Private study	91 hours (38%)
Assessment	120 hours (50%)
Total	240 hours

### **Private study description**

Private Study.

### **Costs**

No further costs have been identified for this module.

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## **Assessment**

You do not need to pass all assessment components to pass the module.

### Assessment group C3

	Weighting	Study time
Group Syndicate Presentation (24 CATS)	30%	38 hours
Presentations for assessed case studies are up to 30 minutes long with 20min Q&A.		
Participation	0%	9 hours
Class contribution and attendance		
Participation (research notes)	10%	9 hours
Online Examination	60%	64 hours
Exam		
~Platforms - AEP		

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- Online examination: No Answerbook required

### Assessment group R

	Weighting	Study time
Individual Assignment	40%	
Online Examination	60%	
Resit Exam		
~Platforms - AEP		

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- Online examination: No Answerbook required

### Feedback on assessment

Feedback via My.WBS

[Past exam papers for IB381](#)

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### Availability

### Courses

This module is Core for:

- UIBA-N203 BSc in International Management
  - Year 4 of N203 International Management
  - Year 4 of N203 International Management
- UIBA-N201 BSc in Management
  - Year 3 of N201 Management
  - Year 3 of N230 Management with Finance
  - Year 3 of N250 Management with Marketing
- UIBA-N202 BSc in Management (with Intercalated Year/UPP)
  - Year 4 of N202 Management (with Intercalated Year)
  - Year 4 of N231 Management with Finance (with Intercalated Year)
  - Year 4 of N251 Management with Marketing (with Intercalated Year)
- Year 3 of UIBA-NN35 Undergraduate Accounting and Finance
- UIBA-NN36 Undergraduate Accounting and Finance (with Intercalated Year/Undergraduate Partnership Programme)
  - Year 4 of NN36 Accounting and Finance (Intercalated)
  - Year 4 of NN37 Accounting and Finance (Undergraduate Partnership Programme)
- Year 4 of UIBA-N140 Undergraduate International Business
- Year 4 of UIBA-N1R1 Undergraduate International Business with French
- Year 4 of UIBA-N1R2 Undergraduate International Business with German
- Year 4 of UIBA-N1R3 Undergraduate International Business with Italian
- Year 4 of UIBA-N1R4 Undergraduate International Business with Spanish